* **THE REGRESSIVE CYCLE**  
  The regressive cycle is a downward spiral that runs opposite to the development cycle. When an individual or group becomes less effective than in the past, a regressive cycle is in progress. Managers must respond to a regressive cycle by using the leadership style that is appropriate to the present readiness level of the individual or group.
* **WORKING WITH CONSTRUCTIVE DISCIPLINE**
  + **Focusing on Performance**  
    When working with constructive discipline make sure not to attack personality, but rather focus on performance. Attacking personality will decrease the probability of working successfully with the person.
  + **Be Specific, Do your Homework**  
    When working with constructive discipline make sure to be specific and not to use glittering generalities. Prior to the intervention, do your homework and gather specific details that will be useful in problem solving. Specificity allows the manager and follower collaboratively work on developing a solution.
  + **Keep it Private**  
    Disciplinary interventions need to be kept private. As a guideline, it’s a good idea to praise people in public and problem solve in private. Disciplining people in public sidetracks the individual from the issue at hand, while disciplining in private makes it easier to get across points and problem solve.
* **Punishment and Negative Reinforcement**  
  Punishment is a negative consequence. Negative consequences prevent behaviors from reoccurring. Punishment suppresses behavior and negative reinforcement strengthens the response that eliminates the punishment. Punishment does not show what to do, it only shows what not to do.
* **Extinction**  
  Extinction occurs when reinforcement is withheld after a behavior occurs. For a behavior to be on extinction there cannot be any consequence of the behavior. While punishment suppresses a behavior, extinction makes it disappear.
* **Problem Ownership and Situational Leadership®**  
  Whenever a manager receives feedback, either verbally or non-verbally, indicating that a person is having a problem, it is time to step in. If a manager has the ability to identify who has the problem, they can then assess the individual’s performance readiness level, determine the leadership style which will have the best chance of success, and then decide how to intervene.
* **Positive Discipline**  
  Positive discipline is another model of dealing with employees who fail to meet performance goals or are violating organizational rules. This model uses a three step approach: warn the employee orally, warn the employee in writing, and if step 1 and 2 don’t resolve the problem, give the employee a day off, with pay. This model removes punishment and places the responsibility on the employee.